

OFFICE OF MANAGEMENT AND BUDGET

Fiscal Year 2008 Generic Strategic Plan Format

May 1, 2006

Cover sheet or title sheet.

The cover or title sheet identifies the entity (department/agency) and the time period covered by the plan.

Example:

Department of State Symbols
Strategic Plan
FY 1998-99 through FY 2002-2003.

Entity (Department/Agency) Vision Statement, Mission Statement, Philosophy Statement, and Goal(s)

The vision statement, mission statement, philosophy statement, and list of goals may be printed on separate pages or may be printed together on one or more pages. Goals are enumerated in Roman numerals.

Example:

VISION: The state symbols of Louisiana will be recognized and esteemed throughout Louisiana.

MISSION: The Mission of the Department of State Symbols is to propagate, protect and preserve the state symbols of Louisiana for the benefit, enjoyment, and pride of a Louisianians.

PHILOSOPHY: The state symbols of Louisiana represent the people and land of the State of Louisiana. The continued well being of the state's official flora, fauna, and other symbolic items is a sign of the overall well being of the state and its inhabitants. The philosophy of the Department of State Symbols is to use informed decision making, proactive policy making, and innovative actions is dealing with issues related to the continued well being of Louisiana's various state symbols.

GOALS:

- I. The Department of State Symbols will assure the continued well being of official state flora, fauna, and other symbolic items through propagation, conservation, protection and preservation programs.
- II. The Department of State Symbols will increase the public's recognition and appreciation of Louisiana's state symbols through educational programs.

Large departments may need to add an intermediate level for agencies or offices within their department structure—in other words, there would be two entity levels, both department and agency. Program and organization structure dictate how many levels there will be in a strategic plan. An intermediate agency level may contain some or all of the components found at the department level.

Example: The Department of State Symbols has several divisions, each of which is a budget unit (or agency) with one or more appropriated programs. Therefore, the department has intermediate levels in its plan. Each of the budget units (agencies) has a mission statement, philosophy statement, and set of goals. Here are examples from the Brown Pelican Division of the Department of State Symbols.

VISION: Louisiana will be the brown pelican capital of the world.

MISSION: The mission of the Brown Pelican Division is to propagate, protect, and preserve brown pelicans in Louisiana for the benefit, enjoyment and pride of all Louisianians.

PHILOSOPHY: The brown pelican is Louisiana's state bird. Just as the state's economy and environment were threatened in recent years, so was Louisiana's brown pelican population brought to the edge of extinction. Both Louisiana and the brown pelican have begun a recovery. As a symbol of the state, the brown pelican should be honored and respected. It is our duty to assure the increased size, health, and well being of Louisiana's brown pelican population. As the brown pelican goes, so goes Louisiana.

GOALS:

- I. The Brown Pelican Division will enable Louisiana's brown pelican population to reach and maintain a healthy, stable level through propagation and protection and preservation programs.
- II. The Brown Pelican Division will increase the public's appreciation of the brown pelican through educational efforts.

Program Mission Statement, Goal(s), Objective(s), Strategy (ies), and Performance Indicators.

Entities may choose to include program vision statements and philosophy statements, as well. However, the Department of State Symbols, Brown Pelican Division did not elect to do so.

Example: The Brown Pelican Division has two programs: (1) Propagation and (2) Protection and Preservation.

Propagation Program

MISSION: The mission of the Propagation Program is to promote the propagation of brown pelicans in Louisiana for the benefit, enjoyment, and pride of all Louisianians.

GOALS:

- I. The Propagation Program will enable Louisiana's brown pelican population to reach and maintain a healthy, stable and level through a propagation program.
- II. The Propagation Program will increase the public's appreciation of the brown pelican through educational tours of the state pelican hatchery

OBJECTIVE I.1: Increase the number of brown pelicans in Louisiana to 25,000 by June 30, 2003.

STRATEGY I.1.1: Operate a state brown pelican hatchery, including a captive breeding program and research on pelican fertility.

STRATEGY I.1.2: Conduct an "Adopt-an-Egg/Foster Nest" activity for abandoned pelican eggs and/or orphaned pelican nestlings.

STRATEGY I.1.3: Conduct "pelicanism" training courses for pelicans born and/or reared in captivity.

STRATEGY I.1.4: Develop pelican potency pills for distribution at pelican feeding stations by January 2002.

STRATEGY I.1.5: Purloin pelicans from Texas and Florida.

PERFORMANCE INDICATORS:

Input:

Baseline resource allocation for program.
Baseline pelican population

Output:

Number of pelicans counted in annual pelican population poll.
Number of pelicans produced through captive breeding program.
Number of pelicans adopted through "Adopt-an-Egg/Foster Nest" activity.
Number of pelicans graduating from "pelicanism" training.
Number of pelicans purloined from Texas and Florida.

Outcome:

Percentage change in the number of brown pelicans in Louisiana.
Success rate of pelicans graduating from "pelicanism" training (as measured by percentage surviving at least one year after introduction into the wild).
Success rate of pelican potency pill (as measured in percentage difference in birth rate among pelicans receiving pill and pelicans not receiving pill).

Efficiency:

- Cost per pelican hatched in captive breeding program.
- Cost per pelican placement through “Adopt an Egg/Foster Nest” activity.
- Cost per pelican for “pelicanism” training.
- Cost per pelican potency pill.
- Cost per pelican purloined from Texas and Florida.

Quality:

- Louisiana’s rank among pelican states for propagation rates.

OBJECTIVE II.1: Increase the number of pelican hatchery tourists by 2.5% each year through FY 2002-2003.

STRATEGY II.1.1: Work with the Department of Culture, Recreation and Tourism to produce tourist brochures for placement in state welcome and visitor centers by January 1999.

STRATEGY II.1.2: Develop an Internet website, with links to Info Louisiana and the Department of Culture, Recreation and Tourism by January 2000.

STRATEGY II.1.3: Erect a huge pelican-shaped billboard with flashing lights at the turnoff to the pelican hatchery by January 2004.

STRATEGY II.1.4: Persuade the governor to don a pelican suite and film a public service announcement about the pelican hatchery by June 1999.

PERFORMANCE INDICATORS:

Input:

- Baseline resource allocation.
- Baseline number of visitors annually.

Output:

- Number of visitors annually.

Outcome:

- Percentage increase in number of visitors annually.

Efficiency:

- Percentage of visitors who indicate on visitor rating cards that they took the tour as a result of (a) brochure; (b) website; (c) billboard; (d) governor’s message; or (e) other).

Quality:

- Visitor satisfaction (as measured by comparison of percentage of visitors rating tour as “highly educational” on visitor rating cards).

Protection and Preservation Program

MISSION: The mission of the Protection and Preservation Program is to protect and preserve the brown pelicans in Louisiana for the benefit, enjoyment, and pride of all Louisianians.

GOALS:

- I. The Protection and Preservation Program will enable Louisiana's brown pelican population to reach and maintain a healthy, stable level through pelican protection and preservation activities.
- II. The Protection and Preservation Program will increase the public's appreciation of the brown pelican through educational courses on pelican lifestyles, habits and habitats.

OBJECTIVE I.1: Reduce average annual adult brown pelican mortality rate to 13.5 percent by June 30, 2003.

STRATEGY I.1.1: Operate two brown pelican preserves for pelican protection, preservation and scientific research on pelican populations.

STRATEGY I.1.2: At each preserve implement a "pelican prosthetic pouch" activity to refit and rehabilitate pelicans injured by fishing nets, by January 2000.

PERFORMANCE INDICATORS:

Input:

Baseline resource allocation.
Baseline mortality rate of pelican population.

Output:

Number of adult pelican deaths.
Number of pelicans fitted with prosthetic pouch.

Outcome:

Annual adult brown pelican mortality rate.
Percentage change in annual adult brown pelican mortality rate.
Percentage of pelicans successfully rehabilitated by prosthetic pouch activity (as measured by survival in the wild for one year).

Efficiency:

Cost per pelican fitted with prosthetic pouch.
Cost per pelican successfully rehabilitated.

Quality:

Louisiana's ranking among pelican states for annual adult mortality rate.
Innovation award won by prosthetic pelican pouch activity.

OBJECTIVE I.2: Suppress annual pelican poaching losses to 1 percent by June 30, 2001.

STRATEGY I.2.1: Operate the Louisiana Pelican Patrol, a special amphibious unit, to patrol pelican habitat, provide 24-hour protection, and prevent pelican poaching.

PERFORMANCE INDICATORS:

Input:

Baseline resource allocation (number of patrol officers and budget for patrol).
Baseline average annual pelican poaching losses.
Baseline square miles of pelican habitat to be patrolled.
Baseline arrest and conviction rates of pelican poachers.

Output:

Actual square miles of pelican habitat patrolled.
Number of pelicans poached.
Number of poachers arrested.
Number of poachers convicted.

Outcome:

Annual pelican poaching losses.
Percentage change in poaching losses.
Pelican poacher arrest rate.
Pelican poacher conviction rate.

Efficiency:

Average number of square miles patrolled per Louisiana Pelican Patrol officer.

Quality:

Louisiana's ranking among pelican states for poaching losses.

OBJECTIVE II.1: Increase the number of pelican education courses offered by 10 percent and the number of course participants by 25 percent by June 30, 2003.

STRATEGY II.1.1: Recruit citizen volunteers to be trained as course instructors.

STRATEGY II.1.2: Develop a pelican course to be incorporated by middle school science teachers in their curricula by School Year 2000-2001.

STRATEGY II.1.3: Persuade the Governor to don a pelican suit and film a public service announcement about the pelican education course by June 1999.

PERFORMANCE INDICATORS:

Input:

- Baseline resource allocation.
- Baseline number of courses offered.
- Baseline number of course participants.

Output:

- Number of courses offered.
- Number of course participants.

Outcome:

- Percentage change in number of courses offered.
- Percentage change in number of course participants.

Efficiency:

- Cost per course offered.
- Cost per person participating in course.

Appendix:

Required process documentation

Louisiana: Vision 2020 components (table cross referencing strategic plan with Vision 2020 components).

Optional items (organization or programs structure chart, additional descriptive text or data, etc.).

Some departments and agencies have found it more convenient or helpful to include some of the process documentation with plan components. For example, several departments placed the statutory or other authorization for goals in parentheses after each goal statement. Some departments listed the beneficiaries and others affected by an objective in a statement following each objective. However, most departments found it easier to place internal/external assessment documentation, information on program evaluations or other methods used to develop objectives and strategies, performance indicator documentation, and explanations of how duplication of effort will be avoided in an appendix following the plan document itself. Completion of the process documentation is mandatory, but where that process documentation is placed in the plan document is up to the planning entity.